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ABSTRACT

This annual report reviews leadership and service activities provided by the Council of Ontario Universities (COU) to its 20 member institutions. Messages from the COU's Chairman and President comment on the challenges presented by Ontario's Social Contract Act and by the Resource Allocation Review conducted by the Ontario Council on University Affairs in response to Ontario's fiscal constraints. The organizational structure of the COU is reviewed, and activities carried out each month from July 1993 to June 1994 are charted. The COU's mission is explained as proactively providing effective communication of the positive social, cultural, and economic benefits which universities contribute to Ontario. Actions taken by COU in response to several issues are discussed, including Ontario's Social Contract Act which resulted in a $110 million cut to universities, the withdrawal of provincially supported health insurance coverage for foreign students and faculty, tuition fee reform, equitable and accessible educational and employment opportunities, initiation of the COU Colloquium Series, work toward provision of quality graduate education and research, and interuniversity athletics. Synopses of efforts of each member university to provide excellence in teaching, research, and the dissemination of knowledge are presented. Lists of committees and affiliates conclude the annual review. (JDD)

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Council of Ontario Universities

Higher education in Ontario: THE FACE OF LEADERSHIP

Annual Review 1994

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WHO'S WHO — FAMOUS ALUMNI OF ONTARIO UNIVERSITIES

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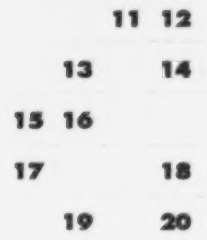

11. *Adrienne Clarkson*, Broadcaster, BA 1960, MA 1962 University of Toronto

12. *Stan Rogers*, Singer, (deceased) 1968-69 Trent University

13. *Robert Hunter*, President & CEO, Skydome Inc., BSc 1976 University of Waterloo

14. *Silken Laumann*, Champion Women's Rower, BA 1988 The University of Western Ontario

15. *Donald Campbell*, Canadian Ambassador to Japan, BA 1974 Wilfrid Laurier University

16. *Mr. Justice Peter deC. Cory*, Supreme Court of Canada, BA 1947 University of Windsor

17. *Neil Bissoondath*, Author, BA 1977 York University

18. *Michael Snow*, Artist, •OCA 1952 Ontario College of Art

19. *General A.J.G.D. De Chastelain*, Chief of Defence Staff & former RMC Commandant, BA 1960 Royal Military College of Canada

20. *Rita Shelton Deverell*, Vision TV, PhD 1984 Ontario Institute for Studies in Education

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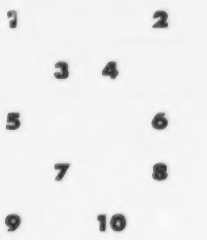

1. *Dennis Hull*, NHL Hockey Star, BA 1981 Brock University •

2. *Hon. Conrad M. Black*, PC, OC, Chairman & CEO Hollinger Inc., BA 1965 Carleton University

3. *Roberta Bondar*, Astronaut, BSc 1968 University of Guelph

4. *Lyn McLeod*, Leader of the Ontario Liberal Party, BA 1984, MA 1986 Lakehead University

5. *Donald Ohomsawin*, Deputy Minister, Northern Development & Mines, BA 1971 Laurentian University

6. *Lincoln Alexander*, Former Lieutenant Governor of Ontario, BA 1949 McMaster University

7. *Mike Harris*, Leader of the Progressive Conservative Party of Ontario, Teachers College 1969, BA 1975 Nipissing University

8. *Paul Desmarais*, Chairman & CEO, Power Corporation of Canada, B.Comm 1950 University of Ottawa ••

9. *Robertson Davies*, Author, 1936 Queens University

10. *Hon. Floyd Laughren*, Treasurer and Deputy Premier of Ontario, Business Management 1957 Ryerson Polytechnic University

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"Leadership in higher education: achieving excellence through cooperation and innovation."

COUNCIL OF ONTARIO UNIVERSITIES
CONSEIL DES UNIVERSITÉS DE L'ONTARIO

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Chairman's Message

THIS PAST YEAR HAS BEEN AN ESPECIALLY DIFFICULT TIME FOR THE UNIVERSITY COMMUNITY. LAST SUMMER WE FACED THE SHOCK AND DIVISIVENESS OF THE SOCIAL CONTRACT.

University administrators, faculty, and support staff struggled to find a way to meet the demands imposed upon us by the financially strapped government. Then came the uncertainties associated with the funding review OCUA was asked to conduct.

It is sometimes difficult during such hard and unsettled times to remember that we share one overriding and critical commitment: the pursuit of excellence in education for our students.

As I step down as Chair of COU and Principal of Queen's, I hope you will indulge me this opportunity to revisit that commitment. I call upon all those hard-working and dedicated people within the university community to look beyond our disagreements to the higher ideals that have been the hallmark of university education during its more than 150 years of existence in the province and country.

I believe that there is no job more important nor more satisfying than the opportunity to be surrounded by scholars who have committed themselves to the search for knowledge and to sharing that knowledge with the men and women who are our students. Each year we have

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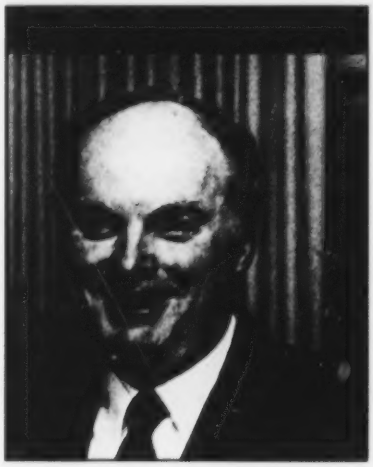
the opportunity to challenge and be challenged by our students.

In the midst of the upheavals of the Social Contract and this year's Funding Formula Review, it is so easy to lose sight of our goals and to forget the importance of the work we do together for our students, our province and our country.

We have a most important role in the economic, cultural, and social renewal of our society. It will be our graduates who will be deeply involved in finding solutions to the problems at the provincial, national, and international levels. We must never forget that, and it is up to us to make sure that they have the necessary skills to meet the difficult challenges they face.

I have great faith that the men and women who make up the university community will rededicate themselves to the challenge that lies ahead. Whatever our differences, our love of the search for truth and our concern for our students are much more important, and I believe that those higher purposes will be the beams of light that keep us on course.

David C. Smith
Chair



President's Message

ONTARIO'S UNIVERSITIES ARE RECOGNIZED AS WORLD LEADERS IN POST-SECONDARY EDUCATION. IT IS A RECOGNITION AND AN ACCOMPLISHMENT OF WHICH WE CAN BE PROUD, BUT WE CANNOT AFFORD TO REST ON OUR LAURELS.

The pursuit of excellence and maintenance of quality in post-secondary education continues to challenge our universities. Last year we were tested by the government's Social Contract. This year we have been confronted by the Resource Allocation Review conducted by the Ontario Council on University Affairs (OCUA).

In November of 1993, the Honourable Dave Cooke, Minister of Education and Training, directed OCUA to review the funding formula mechanism used to determine university operating grants. The Minister acknowledged that universities have adapted to changing economic and social conditions and have provided Ontarians with exceptional educational opportunities. Growing concerns about university accessibility and the future limits on public resources, however, led him to initiate a full review of university funding.

We acknowledge the seriousness of Ontario's fiscal situation. Nevertheless, it is discouraging that the government would pick this time, just after the destabilizing effects of the Social Contract, to subject universities to another potentially damaging review. Over the past 14 years, our universities have been subjected to major funding reviews on no less than four occasions, beginning with the Fisher Commission (1982), the Bovey Commission (1984), the introduction of corridor funding (1986), and the corridor revisions (1989). Now, the funding stability and the operating parameters of the university system are under threat once again.

COU is not merely defending the status quo but is raising justifiable concerns with OCUA's approach. In its first Research Bulletin, OCUA's proposed research agenda was seriously flawed: the quality of education wasn't given proper consideration; graduate education was omitted entirely; research and its relation to teaching and scholarship was virtually ignored; and, the "balance" between teaching and research was implicitly prejudged to be in need of change. The paper also failed to provide a thorough assessment of future enrolment demands and the precise nature of the accessibility problem, the alleged crisis on which the need for the review was predicated.

COU, the Council on University Planning and Analysis, and the Ontario Council on Graduate Studies tried to assist OCUA in redefining its research agenda in terms appropriate to its appointed task, and to supply some much needed research

backup. When the second bulletin was released in late spring, it still contained preconceived ideas about the extent of the accessibility "problem", the overcommitment to research in our universities, and the need for significant university restructuring.

Is there a significant problem of university unresponsiveness to demands for accessibility? Between 1977 and the early 1990s, full-time equivalent enrolment at Ontario universities increased from 189,000 to 267,000, a growth well in excess of 40 per cent, at a time when government funding per student decreased steadily!

Is there too much research in our universities? There has, over the past two decades, been a great proliferation of applied research with its concomitant spillovers to technology transfer and industry/university partnerships, an increase often supported by government-assisted programs such as the Centres of Excellence and the University Research Incentive Fund. Students are also beneficiaries of university research. Although only some students participate in research directly, the vast majority of undergraduates profit greatly from exposure to professors who are on the leading-edge of their disciplines.

Have universities been reluctant to restructure? Continually faced with decreasing government support, our universities have invested heavily in strategic management planning which has led to significant program restructuring and rationalization, gains that are well documented.

COU has provided constructive alternatives to the proposals advanced by OCUA in its discussion paper which was the basis for public hearings in the fall of 1994. We continue to believe that university diversity and autonomy within a strengthened accountability framework vested in the Board of Governors/Trustees is the appropriate institutional form for our universities. OCUA's efforts to extend further the government's regulatory reach into our universities, if unchallenged, will jeopardize educational and research quality and accessibility by homogenizing university missions and reducing institutional capacity to respond to social needs.

Ontario's universities, through their educational, research, and service activities, have made superb contributions to the economic, social and cultural develop-

ment of this province. They must continue to play a leading role in these areas, but they must be equipped appropriately to meet future challenges. Institutional autonomy and diversity are essential components of that equipment. It is these institutional characteristics that have resulted in the dynamic, responsive institutions that have made Ontario's one of the most celebrated university systems in the world. Further government intervention to increase the burden of regulation will make our universities the servants of public policy and will limit the futures of all Ontarians.

In the coming year, we will continue to press the provincial government to restore universities to a high priority on the public agenda, to grant appropriate funding, and to provide an environment that encourages and rewards institutional responsiveness and performance. Only then will we realize the noble goals to which we all aspire—educating and training students to the highest standards of excellence, providing equity of access to all those desiring a university education, and supporting pure and applied research at the highest level to advance knowledge for the benefit of all.

Peter George

At the Foundation

SINCE ITS INCEPTION IN 1962, THE COUNCIL OF ONTARIO UNIVERSITIES HAS BEEN PROVIDING LEADERSHIP AND SERVICE TO ITS 20 MEMBER INSTITUTIONS, GUIDING THEM THROUGH THE MANY COMPLEX ISSUES FACING POST-SECONDARY EDUCATION IN ONTARIO.

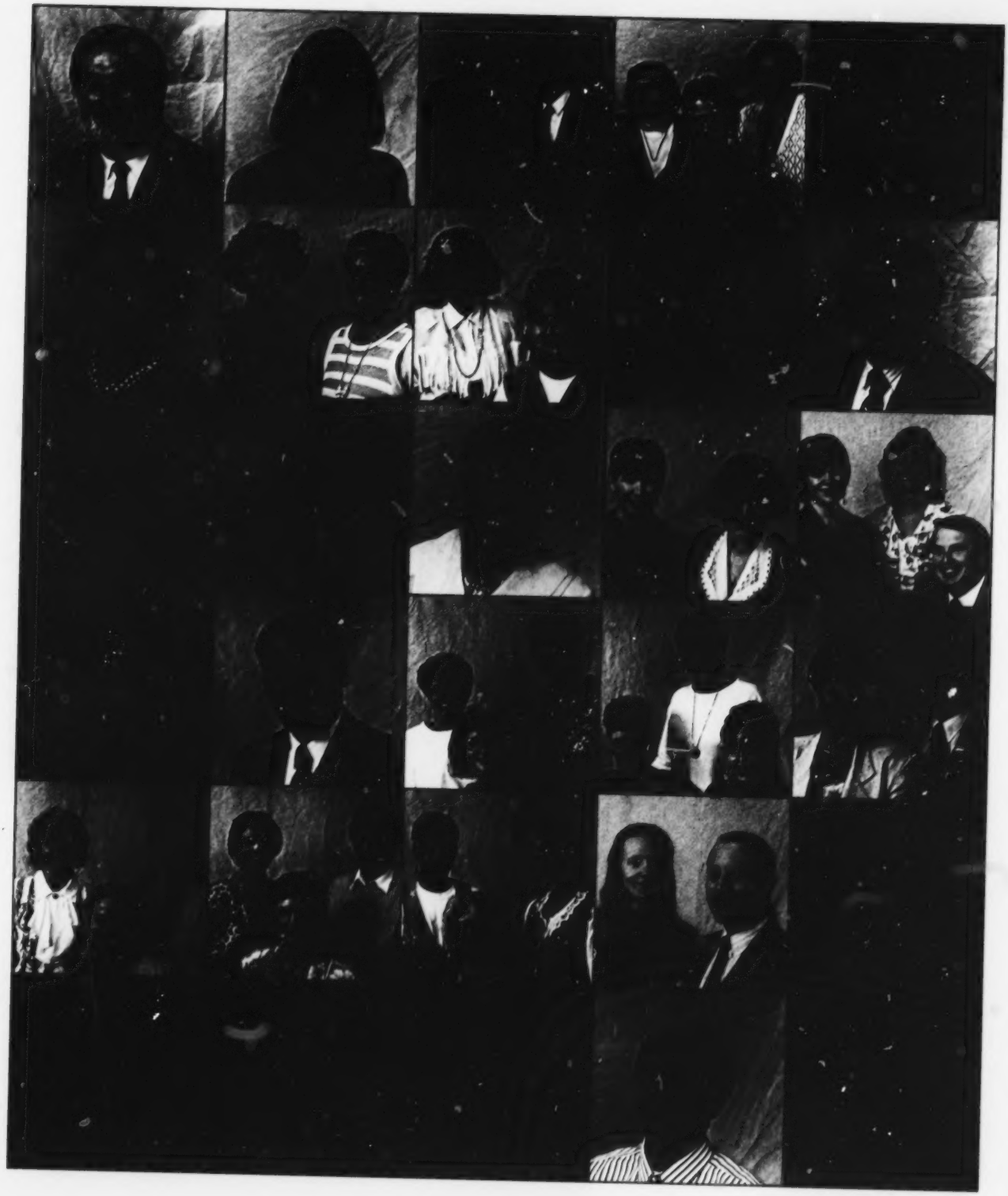
Although some of the critical issues facing Council, such as declining government funding, have remained constant over the years, new challenges, such as the Social Contract Act and the withdrawal of OHIP coverage for foreign students and faculty, have arisen each year. In order to confront these unfolding challenges, the Council's mandate has evolved to one of strategic proactivity. In this role, effective communication of the positive social, cultural, and economic benefits which universities contribute to Ontario is key. The Council of Ontario Universities has become a principal player in public policy development while working towards further cooperation and increased understanding of the critical issues in higher education among the universities, related interest groups, the provincial government and the general public.

COU's ability to provide leadership and guidance is realized through the cooperation and work of many people, members of the Secretariat, affiliates and committees, whose efforts are the backbone of the advocacy, communications and research activities of the Council.

There are forty members on the Council, including the executive head and an appointed colleague from each of COU's member institutions. Council meets five times during the academic year, alternating with meetings of the Executive Committee. There are also more than 50 committees and affiliates, representing diverse academic disciplines, administrative focuses, and issues in post-secondary education.

The COU Secretariat provides the support, coordination, and planning services necessary to advance the work of the Council and its committees. The Secretariat employs 35 full-time employees at the COU offices in Toronto. The office includes the divisions of Administration, External Relations, and Research, as well as the Office of Health Sciences, the Ontario Council on Graduate Studies, the Council of Senior Administrative Officers, and the Ontario Commission on Interuniversity Athletics.

Another 20 full-time employees are based at the Ontario Universities Application Centre (OUAC) in Guelph. OUAC serves as the central processing point for university applications and enrolment data collection. During peak processing times, the Centre hires approximately 100 extra people to help process the thousands of applications which arrive each year from aspiring university students.



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The COU Secretariat

Opposite Page (Top-left to bottom)

Peter George / Gerri Woodford / Sue West, Sharon Tait, Guy Hamel / Sylvia Reesor, George Kuzmanovic, Lesia Pliuskaitis ■ *Nicole Bégin-Heick / Heather Stevenson, Carolyn Filteau / Shevanthi Dissanayake, Cathy McGarvey* ■ *Wesley Dunn* ■ *Patricia Adams / Sheila Cannon, Laura Selleck / Barbara Clark, Kathy Knowles Chapeskie, Jim McAllister* ■ *Greg Marcotte / Jennifer Strange, Lise Bazinet, Isabelle Cudney / Karen Ralston, Pauline Gledhill, Alexis Bladon / Susan Westenboefer, Ronald Scriver / Renée Demers, Jane Anderson, Jenny Scott / Audrey Anderson, Diane Kieffer, Barbara Cottrell / Linda Batten, Ruth Ziegler, Debbie Ralston / Catherine Martin, Peter Schaefer* ■ *Ed Brezina* ■

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Brad Sinclair / Mary-Kay Whittaker, Catherine Otley, Mary Roy ■ *Dennis Domoney / Realino Cinco, Eva de Graaf, Eleanor Cheng / Larry Payton, Arlene Levine, Bernadette Beazer* ■

Missing: *Norm Shulman, Ruth Webster*

A Year at a Glance 1993 – 1994

July 1993

- *Bill 48, the Social Contract Act is passed. Each public "sector", including the universities, must negotiate an agreement to help reduce the government's payroll by $2 billion.*
- *COU's Secretariat offices plugs into the world with a Local Area Network System (LAN) making distance communication easier and cheaper.*

August

- *All 22 institutions in the university sector finalize their local Social Contract agreements by the August 10th deadline.*
- *COU's Discussion Paper on* ***Tuition Fee Reform****, calling for substantial tuition hikes and reform of student assistance programs, is released.*

September

- *Council members team up for province-wide lobbying campaign to convince MPPs of the need for tuition fee reform.*
- *Secretariat undergoes reorganization reflecting Council's increased advocacy role. Patricia Adams is appointed Executive Director, External Relations.*
- *COU's Policy and Advocacy Advisory Group (PAAG) is formed to identify issues and develop strategies to address those issues.*

October

- *Ontario government releases the controversial Framework for Harassment which raises concerns over freedom of speech in academe.*
- *COU publishes the first in its Discussion Paper Series —* ***Reforming Ontario's University Student Loans and Fee Structures****, by Edwin G. West.*
- *Inaugural presentation is made in the new COU Colloquium Series featuring Dr. Edwin West speaking on "Reforming Ontario's University Student Loans and Fee Structures".*

November

- *Representatives from labor, business, government, and academe come together at COU's Conference on Provincial Renewal, November 7-9, at the Sheraton Hotel in Toronto. Thought provoking presentations and panel discussions try to find solutions to the economic, social and environmental problems facing the province.*
- *Ontario universities are troubled when the Ontario government announces that the Ontario Council on University Affairs will be conducting a review of university funding.*

December

- *COU appears before the Royal Commission on Learning bringing a message of partnerships and cooperation in teaching, research, and education for a stronger school system.*

JANUARY 1994

- COU presents **Brief to Standing Committee on Finance and Economic Affairs**.
- Dr. Nicole Bégin-Heick is appointed as the new Executive Director of OCGS.
- **Financial Position of Ontario Universities 1994** is published.

FEBRUARY

- Income Contingent Repayment Plan Conference is held at McMaster.
- COU lobbies all MPPs to affirm the importance of universities to economic renewal and global competitiveness.

MARCH

- Plans for a national Income Contingent Repayment Plan symposium is announced.
- Government funding announcement brings a historically high tuition fee hike—compounded over two years at 21 per cent.
- COU expresses concerns to OCUA that its funding review is intrusive, disruptive, and destabilizing for universities which are already under seige.

APRIL

- First Leadership Assembly held with Minister of Education Dave Cooke and members of his staff with COU and Council of Chairs of Ontario Universities.
- Government announces it will no longer provide OHIP for foreign students and faculty. COU launches campaign to reverse the decision.
- Guide to facilitate college-university credit transfer is announced as a collaborative effort of COU, MET, and ACAATO.

MAY

- COU's Symposium on Collaborative Opportunities in Training and Adjustment is held in Toronto to examine the evolving role of universities in advanced training and labor force adjustment.
- Second issue in the Discussion Paper Series is published. The **Economic Impact of University Expenditures** by A.A. Kubursi, commissioned by the Alliance for Ontario Universities, confirms that universities are a major employer and contributor to economic stability and activity.

JUNE

- Committee studying the loss of OHIP for foreign students negotiates a plan with Blue Cross to provide coverage to those affected at a lesser cost.

Preserving Educational Opportunities in Ontario

ADVOCACY IS ONE OF THE PRIMARY MANDATES OF THE COUNCIL OF ONTARIO UNIVERSITIES. AS THE ISSUES IN HIGHER EDUCATION CONTINUE TO GROW IN NUMBER AND COMPLEXITY, COU HAS REDEPLOYED ALL OF ITS RESOURCES AND WORKED COLLABORATIVELY WITH OTHERS TO MEET EACH NEW CHALLENGE HEAD ON.

One of the biggest challenges of 1993-94 was the Ontario government's Expenditure Control Plan and Bill 48, the *Social Contract Act*, which passed in the legislature on July 7, 1993. This piece of legislation required all social agencies to reach sectoral and local agreements that would help the government cut $2 billion from its payroll in its attempt to bring the provincial deficit under control. For the universities, the plan meant a $110 million cut to their transfer payments.

In the gruelling negotiations that followed, Ontario's university community demonstrated its ability to collaborate effectively, despite extremely trying times, to protect the interests of higher education. Their efforts ensured that the Sectoral Agreement reached between the university system and the government, recognized the institutional autonomy and the diversity of Ontario universities. Talks then moved to the local level, where all members of the university community, from labor to administration, sat down together to reach an agreement before the government's August deadline. All of the province's degree-granting institutions met the deadline, qualifying them for a "discount" in the cuts to their institution. Agreements included the infamous "Rae days" and salary freezes.

One of the ensuing events of the Social Contract was the complete withdrawal of OHIP coverage for foreign students and faculty. Announced in the spring, the change in OHIP coverage caused an uproar in the university community, and left thousands of students, faculty, and their families in an unexpected predicament. Reports soon began to pour in about the high cost of private insurance, and the plight of faculty members with disabled children and graduate students with pregnant wives who found they were unable to obtain private health insurance.

The university community jumped into action. In addition to organizing a letter-writing campaign, and serv-

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ing as the central collection point for protest letters to the Minister of Health, the Premier and the Finance Minister, COU established a special steering committee to search for alternative insurance methods. Before the government's cut-off date for OHIP coverage arrived, the committee reached an agreement with Ontario Blue Cross. The new system-wide insurance plan provides coverage similar to OHIP at a significantly lower cost to the student than individual, private insurance.

Tuition fee reform continued to be one of the hottest topics of the year. In late summer of 1993, COU released a discussion paper which generated the most significant media coverage the Council has seen in many years. Faced with more than 15 years of declining government funding, Ontario universities are looking to students to make a greater financial investment in their education. *Tuition Fee Reform* advocates higher tuition fees for students and the introduction of an income contingent repayment plan.

In anticipation of the government's tuition fee and funding announcement later in the year, COU Executive Heads took the underfunding message to Ontario MPPs during a lobbying campaign that lasted several months. Armed with the discussion paper and facts and figures on tuition fees, as well as the *Financial Position of Ontario Universities: 1994*, and the *Synopsis of the Economic Impact of University Expenditures*, Council members met with politicians and other government officials across the province. They pointed out the "short-sightedness" of continued declining funding, the contributions that universities make to the province, and the need for a greater investment in post-secondary education.

The campaign paid off. When the funding announcement was finally made the following March, the government recognized the universities' underfunding problem and provided additional resources. Tuition fees were raised 10 per cent for each of the next two years—a historically high increase—yielding an additional $200 million in much needed revenue, as well as some predictability for budget planning.

To the disappointment of many, a program for an Income Contingent Repayment Plan (ICRP), was not implemented concurrently with the government's tuition hike. ICRP programs have gained the support of many, including

some student groups, as an alternative student loan program that is more equitable and accessible. Unlike current loan programs, ICRPs are open to any student regardless of their parents' income, and repayment is made once a graduate is working full-time and earning above a predetermined income threshold. Under ICRP, a graduate is not left scrambling to meet loan payments during periods of unemployment.

Despite the interest and the obvious advantages of ICRP, only a small pilot project was initiated by the Ministry of Education and Training. Very few students took advantage of the program, partly because of the conditions attached to the loan and partly because the program was introduced well into the academic year, long after financial planning by students had been completed. There are plans for a second pilot project. COU utilizes every appropriate opportunity to press both the provincial and federal governments to implement an ICRP program.

COU cosponsored two forums to bring together all concerned parties to discuss the merits and feasibility of ICRP. The first, a small conference of about 100 people, was held at McMaster University. Guest speakers included Dr. Bruce Chapman from the Australian National University. Australia introduced its successful ICRP program in 1989. Dr. Chapman returned to Toronto for a national symposium in the fall, cosponsored by COU, the Ministry of Education and Training, the Association of Colleges of Applied Arts and Technology Ontario, and the Association of Universities and Colleges of Canada. More than 350 people from across Canada attended, including representatives from student groups, labor, business, government, and the university community.

These same groups were represented at COU's Conference on Provincial Renewal. Leaders from the various sectors met for three days, to pool their expertise and discuss ways to revitalize Ontario. The cooperative forum focused on three key themes: social justice, economic renewal, and environmental sustainability. White papers were commissioned on each of the three themes, providing the background for working groups who deliberated over the course of the conference and presented their recommendations at its close. Keynote conference speakers included world-

renowned author and economist John Kenneth Galbraith, former Canadian ambassador to the United Nations Stephen Lewis, and author/economist Nuala Beck. Lively panel discussions and debates were taped by TVOntario for future educational programming.

In May, COU was involved in another collaborative event. The Symposium on Collaborative Opportunities in Training and Adjustment invited dialogue on the evolving role of universities in advanced training and adjustment. Participants from private industry, government, and universities agreed that universities should be more involved. Projects were identified to promote cooperative efforts in this area.

The Council, together with the Committee on Employment and Educational Equity, and the Committee on the Status of Women, continues to strive for equitable and accessible educational and employment opportunities on all Ontario university campuses. Individually and collectively, Ontario's universities are working to remove barriers to participation by women and other traditionally underrepresented groups. This work is especially challenging during an era of reduced government funding.

In order to better understand changing student demographics and to ensure the needs of particular student groups are being met, the Ontario Universities' Application Centre administered a full-scale pilot project to collect equity data from university applicants. Community colleges launched a similar study. Both surveys were developed with the Ministry of Education and Training. Students applying to teachers' college, high school students applying for first-year entry, and non-secondary students, were asked to fill out, on a confidential basis, a survey with their application. Questions about gender, ethnic origin, and disabilities contained in the survey are used to form a statistical profile of the student population which can provide the basis for the development of special programs to improve access for underrepresented groups. The data are not used in the admissions process of the individual universities.

To further encourage discussion of higher education issues, the COU Colloquium Series was initiated. These short seminars, usually held in the COU Secretariat offices approximately once

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University of Guelph President, Mordechai Rozanski (far right), Chair of the Committee on Employment and Educational Equity, discusses current issues with fellow committee members Hélène Carrière (University of Ottawa) and Bill Wilkinson (The University of Western Ontario).

per month, provide an opportunity to present original papers and participate in panel discussions on topics of interest to the university community. Some of Ontario's leading educators and scholars have been invited to speak at the colloquia. The inaugural seminar, in September of 1993, featured Dr. Edwin West who spoke on student loans and fee reform. Guest speakers who followed include: Dr. Bernard Shapiro, former deputy minister of the Ministry of Colleges and Universities and current principal of McGill University, who spoke on the "massification" of higher education; and, Professor John Polanyi, the Nobel prize–winning scientist from the University of Toronto, who participated in a panel discussion on the balance between teaching and research. Some of the presentations have been published as part of another new COU initiative, the Discussion Paper Series.

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"Research lies at the heart of university life and university teaching." Professor John Polanyi, Nobel Laureate, describes the impact of research on teaching during a COU Colloquium panel discussion at The University of Western Ontario.

In the Interest of Quality

THROUGH ITS SECRETARIAT, AFFILIATES AND COMMITTEES, THE COUNCIL OF ONTARIO UNIVERSITIES IS ABLE TO PROVIDE NUMEROUS SERVICES THAT ENSURE QUALITY AND HIGH STANDARDS IN EACH OF THE MANY COMPONENTS WITHIN ONTARIO'S INSTITUTIONS OF HIGHER LEARNING.

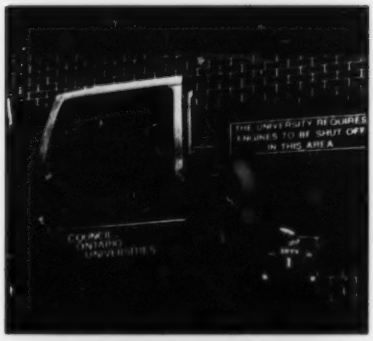
The work of the Ontario Council on Graduate Studies (OCGS) centres on the provision of quality graduate education and research across Ontario. An affiliate of COU housed in the Secretariat offices, OCGS provides standard appraisals of all new graduate programs in the province. Existing graduate programs are scrutinized every seven years during a periodic appraisal which ensures programs continue to meet quality standards and the needs of students. In 1993-94, 13 new programs were approved and another 67 existing programs were found to be of good quality following a periodic appraisal.

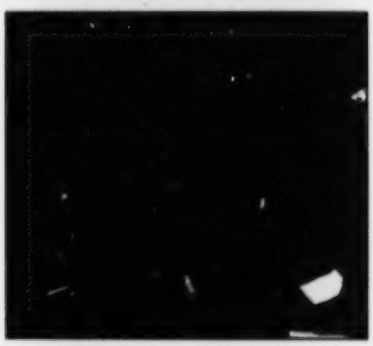
OCGS also underwent a change of leadership in the spring. Dr. Nicole Bégin-Heick became the new Executive Director, succeeding Dr. Maurice Yeates who left for Sussex, England to take on the responsibilities of Executive Director of Queen's University's new International Study Centre at the Herstmonceux Estate. A prominent biochemist, Dr. Bégin-Heick was previously Dean of Graduate Studies and Research at the University of Ottawa. She was a member of OCGS from 1989, serving in various capacities including Vice-chair and Chair, until her appointment.

OCGS played a role in the creation of one of COU's oldest, self-supporting services, the Inter-university Transit System. IUTS was established in response to the long delays faced by faculty and students, and the high costs experienced by university libraries when using inter-library loans in a province spanning more than one million square kilometres. In September of 1967, five drivers in leased station wagons began providing daily delivery service to 14 universities. The new service was based at York University where it is still located today.

There are still five drivers, however, they now drive vans that carry interuniversity mail, as well as library items, teaching equipment and other items exchanged by the universities. In 1993-94,

IUTS carried 254,166 library items and nearly $420,000 worth of mail between COU's 20 member institutions. IUTS also provides delivery service for many university-related agencies such as the Ministry of Education and Training, the Canadian National Institute for the Blind, and the Social Sciences and Humanities Research Council. Despite the large volume of mail and the distances travelled, IUTS has an enviable delivery record with a minimal incidence of loss.





Pick up, drop off, sort and assemble, drive and deliver — it's all in a day's work for the Inter-university Transit System. For more than 25 years, the IUTS team has been effectively moving mail and library materials between Ontario university campuses and related organizations.

Academic standards and integrity are at the core of the mandate of the Ontario Commission on Interuniversity Athletics (OCIA). Formed in 1985, the Commission ensures that academic considerations are foremost for student athletes who must meet the same academic eligibility criteria required of all students.

To help achieve this goal, OCIA approved a review questionnaire to be used in audits of university procedures that ensure academic as well as athletic standards are met when judging the eligibility of interuniversity athletes engaged in CIAU sports.

OCIA also initiated several activities to address the issue of gender equity in university sports. A baseline study on gender equity is in progress and a long-range strategic plan for women in sport is being developed. The commission recognized that education is an important key to achieving improvement in gender equity in interuniversity sports. To date, two professional development sessions have been held for sports administrators.

As the issues in health care and the training of health professionals have continued to grow, so too has the COU Office of Health Sciences. A policy analyst joined the division to assist the Director in providing support and policy advice to the academic health sciences community through the various related committees which are affiliated with COU.

Of these committees, the Council of Ontario Faculties of Medicine (COFM), recently completed plans for a new administrative process for post-graduate medical students. The Pools Framework includes the implementation of a training card system for identifying and tracking the different types of medical students. The Council of Ontario University Programs in Nursing (formerly the Ontario Region, Canadian Association of University Schools of Nursing) is working with their counterparts at the Ontario colleges to develop a streamlined nursing program.

The Ontario Council of Programs in Rehabilitation Sciences (OCUPRS) is the newest group under the Office of Health Sciences' umbrella. OCUPRS recently completed a registry of all qualified researchers and surveyors in rehabilitation science for promotional use with Canada's major granting agencies.

Leadership in the Community and Beyond

ONTARIO UNIVERSITIES HAVE A UNIVERSAL MANDATE TO PROVIDE EXCELLENCE IN TEACHING, RESEARCH, AND THE DISSEMINATION OF KNOWLEDGE.

Yet although they share these common goals, Ontario universities are a very diverse group. They vary in size and geographical location. They differ in program offerings, specialties and opportunities. Each is unique, yet it is this very diversity which allows each institution to be a leader in its own right. From their quest for answers in discovery research and scientific breakthroughs, to their sharing of expertise with the local community and around the world, Ontario's universities are leading the way to a better way of life for all.

Membership

Brock University

Carleton University

University of Guelph

Lakehead University

Laurentian University

McMaster University

Nipissing University

University of Ottawa

Queen's University

Ryerson Polytechnic University

University of Toronto

Trent University

University of Waterloo

The University of Western Ontario

Wilfrid Laurier University

University of Windsor

York University

Associate Members

Ontario College of Art

Ontario Institute for Studies in Education

Royal Military College of Canada

Ian Craig

Working together... University of Toronto President, Professor J. Robert S. Prichard expresses his point of view during a full meeting of Council.

Brock University

Giving something back to the community is a way of life at Brock University in St. Catharines. Brock's President, Terry White, has served as a United Way campaign chair. Dr. William Matheson, a politics professor, is the president of the Board of Directors of the region's Family and Children's Services (FACS). Many other faculty and staff members are active in social service, sports, and cultural organizations.

Environment and energy conservation are other areas where Brock University has taken the lead. The university was recognized this year for its new heating /cooling system which saves approximately $1 million per year in energy costs. The energy-efficient system uses a thermal stratification tank to store off-peak hot water for winter heating and off-peak cold water for summer cooling.

Brock University was also acknowledged for its economic role in Niagara with the City of St. Catharines' Corporate Citizen of the Year award.

Carleton University

Carleton is an active supporter and a key player in generating new and innovative community and global telecommunication services. The university is one of the founding members of OCRInet. This experimental fibre optic telecommunications network links business, government, and academics, facilitating the exchange of research and information. Carleton is a partner in SchoolNet, a cooperative initiative of the federal and provincial governments with industry. This network enables elementary and secondary school teachers and students to tap into national and international education resources. Carleton was also responsible for the National Capital Free-Net, a community computer-based information service designed to meet the needs of the community and public organizations by providing linkages to other computer networks worldwide.

UNIVERSITY OF GUELPH

The University of Guelph's College Royal, believed to be the original, as well as the biggest campus open house, celebrated its 70th anniversary this year. Entirely organized by students, the event reflects the university's traditions and present day diversity in teaching and research. Twenty-thousand visitors learned through displays and demonstrations, and were entertained by live performances, shows, and contests.

In the program area, Guelph's introductory zoology course went "high tech" becoming one of the first in Canada to use a multimedia learning tool which enables students to perform dissections—on screen.

The Guelph Food Technology Centre, a unique cooperative venture among the food processing industry, labor, education, and government, opened on campus. The centre is managed by the industry and aims to assist food processors in competing effectively in regional, national and global markets.

Guelph also continued to form cooperative links with several community colleges, including one for food science students with Durham College, Oshawa.

Lakehead University

Exactly 200 years after Scottish explorer Alexander MacKenzie found an overland route to the Pacific Ocean, a group of students and faculty members from Lakehead University celebrated the completion of the Canada Sea-to-Sea Expedition at MacKenzie Rock near Bella Coola, B.C. The four-year, cross-country trek in massive 700-pound canoes, saw the group paddle over 10,000 kilometres as part of a public awareness campaign funded by the federal government's Stay in School Initiative. The Lakehead students brought the "stay-in-school" message to thousands of students throughout their trip by using historical and modern role models, as well as dancing, singing and telling stories.

Lakehead University also joined forces with Confederation College and two universities in Ghana to help bring literacy and environmental management skills to Ghanaians at the community level. The Forest Management and Literacy Project consists of four pilot projects in the northern regions of Ghana which aim to mitigate the effects of deforestation and desertification.

Following the route of explorer Alexander MacKenzie, students and faculty of Lakehead University paddled across Canada to meet with young people to encourage them to stay in school.

Laurentian University

Laurentian University encourages community discussion of the important issues of the day. After a one year hiatus, the university revived its Falconbridge Lecture Series with a moving presentation from human rights activist, the Reverend Jesse Jackson. People from Laurentian and the local community crowded into the school's auditorium, and overflowed into a cafeteria equipped with tv monitors to catch the speech. They also hosted a forum "Let's Talk Racism", where members of a panel presented their personal experiences with racism and explained how it affected their lives.

Northern Ontario's francophone community was the recipient of a much-needed French-language Speech Pathology Clinic which opened its doors at Laurentian, making waiting lists a thing of the past. Previously, residents had to wait about six-months to see a touring, French-speaking specialist. The clinic, the first of its kind at a Canadian university, also benefits students. An integral part of the masters program in *orthophonie*, the centre provides students with their clinical training.

Dr. Abdelkrim Chelli works with a young patient at the new French-language Speech Pathology Clinic at Laurentian University.

McMaster University

This year, McMaster University Bookstore became the first bookstore in Canada to introduce an electronic publishing system that prints books and course material for students on demand. The equipment was developed by Xerox Canada Limited and was modelled on similar systems found at a handful of American institutions. The system can scan, store, retrieve and print books, articles and other intellectual property on demand, enabling professors to make changes and customize course material at the last minute. McMaster has a license from the Canadian Copyright Licensing agency which permits the making of copies for sale for the purpose of private study and research.

McMaster researchers have teamed up with local citizens to restore the fragile ecosystem of Hamilton Harbour. In the summer, local residents waded into Cootes Paradise to help replenish disappearing aquatic species.

A call for greater access to higher education for native students led to the establishment of the indigenous studies minor program at McMaster. Program courses examine the history, spirituality, and contemporary situation of the First Nations' people, enriching the university experience for native students. The university also helps aboriginal students develop the skills to make a successful transition into mainstream university life with a special program at the Grand River Polytechnical Institute.

Nipissing University

Although it has been an independent institution for less than two years, Nipissing University is establishing itself as a leader in the community—a leader that listens.

With the knowledge that a university should reflect the community it serves, Nipissing University went to the people of North Bay for help with its strategic planning process. During a series of retreats, discussion and action groups, residents were asked what direction the university should pursue to take it into the coming century. Both external and internal environments of Nipissing were examined with the goal of creating a useable, flexible strategic plan for the university. Nipissing hopes its efforts will dispel the image of universities as inaccessible ivory towers.

With this goal in mind, Nipissing has developed innovative methods of course instruction. Using interactive video conferencing technology, Nipissing is able to offer courses at a number of locations in Northern and Central Ontario. Although separated from the university by several hundred kilometres, students still have the opportunity to learn in a small, personal environment.

University of Ottawa

The University of Ottawa's activities span the globe. It currently has approximately 75 international educational and research agreements, including 31 with francophone institutions. It also receives support from the Bureau for International Cooperation for its cooperative ventures with agencies such as the Canadian International Development Agency and the World Bank.

Back in Canada, professors and students are engaged in leading-edge research. The university's Institute for Research on the Environment and Economy is working with the Environmental Division of the Mohawk Council of Akwesasne to develop community-defined environmental indicators and community-based environmental services. In the Neuroscience Research Institute, which opened in 1993, scientists are trying to gain a better understanding of the physiology of strokes and cerebral ischemia, considered the third deadliest malady in Canada after heart disease and cancer. Another University of Ottawa research team, headed by Professor Roda Roberts of the school of translation and interpretation, received a $2.1 million grant for an ambitious 10-year project to produce the first Canadian French/English dictionary.

Queen's University

The success of several innovative programs for native students at Queen's University inspired the Ontario government to fund an expansion of the initiatives this past year. Queen's community-based teacher training program, currently offered on Manitoulin Island and in Moose Factory, is the first program of its kind in Ontario. The curriculum is tailored to meet the special needs of the students; participants can earn their diploma or Bachelor of Education without leaving their jobs, families, or community. It has been so successful the university has been flooded with requests from other communities wishing to establish programs.

Two new initiatives for native students are being implemented at Queen's. A counsellor is being hired to work with aboriginal students on campus, and an outreach program is being developed to attract more native students to Queen's. All aboriginal initiatives at the university are overseen by the Aboriginal Council, a group consisting of students, university officials, and representatives from more than 20 aboriginal organizations.

Ryerson Polytechnic University

A snapshot of any student-filled classroom at Ryerson Polytechnic University reflects the multi-cultural mosaic that is Canada. Ryerson's student body comprises 30 per cent visible minorities, a mix with diverse needs which the university attempts to address through programs and community service both locally and internationally.

Many Ryerson students serve the local community through placements that are part of their studies. They work with people in the community hospitals, children's aid societies, and volunteer organizations. The university also provides support to the Gerrard Resource Centre, a downtown drop-in centre for local care-givers which also offers childcare services resource information. Prospective entrepreneurs can get help with their ideas at the student-managed Ryerson Business Consulting Service. The university also reaches out globally through Ryerson International. This operation is involved in education development projects around the world, including a multi-million dollar collaboration to establish a new technical university in northeast Thailand.

Ryerson continues to bridge the gap for college students by developing degree-completion programs for college graduates. The newest offering is Canada's first degree in Health Services Management.

University of Toronto

Canada's largest university, the University of Toronto has more than 50,000 students on three campuses, and program and research links around the world.

Many U of T researchers are global leaders in their field. This year, all three Killam Memorial Prizes for contributions to Canadian scientific research were won by University of Toronto scholars. It's the first time one institution has swept the awards. The university also was chosen to house The Fields Institute for Research in Mathematical Sciences which is devoted to leading-edge mathematics research. A Toronto physicist, Pekka Sinervo, led the Canadian team in a collaboration of 440 international scientists in the successful search for evidence of the top quark.

In its continuing commitment to its local community, the University of Toronto hosted its first citizenship court for approximately 100 new citizens from more than 50 countries; the Dr. Daniel G. Hill Senior Scholarship Fund was established to encourage black students to pursue a masters of social work program; and, an Inner City Tennis Program was held for disadvantaged children.

Laura Arsie

An award-winning trio. U of T professors emeritus Adrian Brook and Endel Tulving, and professor André Salama swept the Killam Memorial Prizes.

Trent University

Trent University doesn't let its small size stand in the way of research and scholarly activities. Its small science faculty has attracted 27 research grants in 1993-94 from the National Science and Engineering Research Council. For the 1994-95 academic year, the university has obtained 23 grants worth $360,000 from the Social Science and Humanities Research Council, placing Trent among the leaders for research awards per full-time faculty at small institutions in Canada.

Increasing access and transferability between the university and colleges continues to be a priority at Trent. The Trent-Sir Sandford Fleming Articulation Initiative is allowing students to benefit from the expertise at both institutions. Three degree programs and two certificate programs have been implemented during the first phase of the project. These include a nursing diploma with a special emphasis degree, a geography/environmental and resource science diploma with special emphasis degree in geographical information systems, a museum management and curatorship diploma with a special emphasis degree, a certificate in police administration and a certificate in child and family studies.

University of Waterloo

In the past year, the University of Waterloo has been looking inward to examine its operations. An ad hoc committee was established to review the policies and procedures for handling discrimination and harassment. An examination of the university's administrative structure was conducted, and currently a presidential commission on long-range planning is beginning its work.

Like other universities and public institutions across Ontario, the University of Waterloo has felt the effects of the government's Social Contract and expenditure constraints. Waterloo has devoted a tremendous amount of time and effort on the resulting issues of financial management, budgeting, faculty and staff compensation, working conditions, and student fees. As well, work continues on Campaign Waterloo, a capital fund-raising project with a five-year goal of $89 million.

In other areas, the University of Waterloo's computer programming team became world champions attracting a flood of international media attention. A technology transfer and economic impact study on the Waterloo Region was released which indicated that 106 spin-off companies, employing 2,134 people had been created as a result of research or instruction at the University of Waterloo.

The University of Western Ontario

Graduate students at The University of Western Ontario are spreading the word that science is fun! The Let's Talk Science program helps high school and elementary students understand the world of science. The program, developed three years ago by graduate students, has become a model for institutions across Ontario. The initiative is directed at both students and their teachers. UWO students visit high school and elementary classes to "talk science", arrange tours of labs, libraries and museums, and help teachers update and revise science materials. High school students may also shadow a grad student for a day.

Meanwhile, students in the MBA program at Western are helping students in Beijing grasp basic business principles. In May of 1994, the first team of students travelled to China to teach introductory business courses at Tsinghua University.

Western is also working to improve relations with its local community. The university established a problem-solving, 28-member Community Relations Task Force with membership comprising 50 per cent university members and the remaining from the local community.

Building spaghetti bridges... Learning about science can be fun as more than 100 elementary school teachers discovered at "Science Now!". The hands-on conference is part of the Let's Talk Science Project, a UWO graduate student initiative that has been successfully promoting the "fun with science" message for several years.

Wilfrid Laurier University

Wilfrid Laurier University in Waterloo is enhancing the international competitiveness of Canadian business—and its efforts are being noticed.

A project of the Laurier Trade Development Centre, in which MBA students conduct research in Mexico for Canadian companies, won the Conference Board of Canada's National Award for Excellence in Business-Education Partnerships. Students involved in the project conduct research for six weeks in advance, then travel to Mexico for two weeks of field research. When they return, the students prepare custom reports for participating companies. In the past three years, more than 50 businesses and 50 students have been involved. Many other companies have benefited from the publications, software, and other information developed by students. The centre's director says the program benefits all involved. Companies realize increased trade with Mexico and students gain expertise in international trade—both of which are good for Canada. The project expanded to other Latin American countries in the fall of 1994.

University of Windsor

Leadership in the community and the classroom, in cooperation with other education providers marked developments at the University of Windsor during the past year. The University of Windsor's Great Lakes Institute for Environmental Research hosted an international conference attracting 600 scientists. The group was reminded by University of Windsor President Ron Ianni that universities are active leaders in environmental issues through their research and the sharing of their findings.

When it came time for a radical restructuring of the Windsor region's health care system, the university stepped in to help. A team of nursing and economics professors analyzed the effectiveness of an innovative Quick Response Home Care program and found it saves millions of dollars annually while improving service to seniors. The province is launching 20 more programs as a result.

Windsor also appointed the first woman dean of engineering at a Canadian university. Hoda ElMaraghy has extensive credentials in automation and robotics, and hopes to advance industry-university partnerships in manufacturing research and development.

York University

Academic excellence, innovation and social responsiveness are the three guiding principles underlying York University's motto "Tentanda Via" — "The way must be tried". The York community is dedicated to the advancement of learning and the dissemination of knowledge.

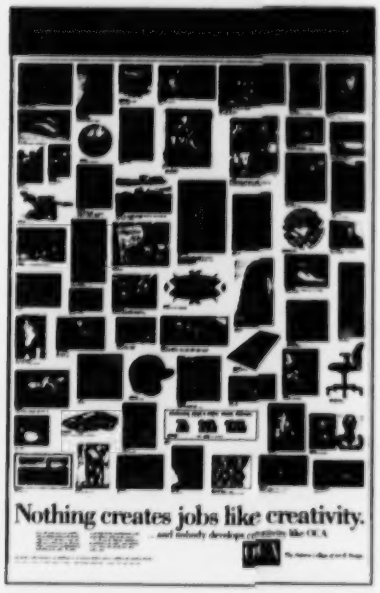
Biology professor Brock Fenton is an example of that dedication. Fenton was recognized by the Canadian Federation of Biological Societies with the 1993 Gordon Kaplan award for his contributions to the public awareness of science. Dr. Fenton has shared his research on bats with many people in many forums, from chats with pedestrians on street corners to appearances in television documentaries. Dr. Fenton was also named a 3M Teaching Fellow for leadership in teaching.

Another York professor, Geoff Harris, is leading a team in pioneering research in global atmospheric chemistry. Dr. Harris is director of York's Centre for Atmospheric Chemistry and the first recipient of the Guy Warwick Rogers Chair. His research is seen as increasingly important as human-generated changes to the atmosphere threaten its ability to shield life on earth.

Ontario College of Art

The Ontario College of Art formed a Marketing Advisory Committee in 1993 to market OCA as the foremost art and design institution in Canada. The resulting campaign builds on the institution's 118-year history and an impressive list of alumni that touches every aspect of art and design success. The campaign includes television and newspaper ads as well as a full-colour poster featuring the work of 60 OCA alumni and the slogan, "Nothing creates jobs like creativity...and nobody develops creativity like OCA".

Like many institutions, restructuring was also the focus of much activity at OCA during the past year. A special team took on the multi-phase project which included reviews of everything from curriculum and program delivery to financial planning and budget management. All OCA faculty and staff members, as well as students, were invited to contribute to the restructuring process during special forums and meetings.



Ontario Institute for Studies in Education

In September of 1993, the Ontario Institute for Studies in Education (OISE) opened the doors of its new Transformative Learning Centre. It's a joint university-community initiative which provides space for cooperative projects, research, and graduate studies in areas which relate to the community and global transformation. This includes issues such as anti-racism and education, women and local economies, ecological problems, and global education in schools. One of the first programs offered by the centre was a certificate course in global education. Twenty-three teachers participated in the program.

OISE also introduced a new master of education program with a specialization in the health professions. The program is unique in its emphasis on the teaching-learning process that occurs between a health care professional and their patient/client. The program has caught the attention of medical faculties across Ontario that wish to put more emphasis on the education processes in their curricula.

Royal Military College of Canada

The Royal Military College of Canada encourages and supports scholarly research and other activities which have direct impact on, and offer potential benefit to, the community at the local, national, and international level.

A large portion of RMC's research is non-military in nature. Currently, leading-edge research on the treatment of certain types of cancer using photodynamic therapy, is being carried out jointly by Queen's University oncologist James Kennedy and RMC photobiologist Roy Pottier. According to experts, photodynamic therapy is an emerging therapeutical medical treatment which selectively destroys or disables a cancer lesion.

RMC is also an active supporter and official sponsor of the Canadian Chemistry and Physics Olympiad. This non-profit organization works at promoting the value of science and technology in high schools across Canada. RMC cadets are also involved in numerous community service projects including fund raising for the United Way, Big Brothers and Big Sisters.

Standing Committees

Committee on Employment and Education Equity *Chair, Dr. Mordechai Rozanski President, University of Guelph*

Committee on Government and Community Relations *Chair, Dr. Ron Ianni President, University of Windsor*

Committee on Policy and Planning *Chair, Dr. Geraldine Kenney-Wallace President, McMaster University*

Committee on Relationships Between Universities and CAATs *Chair, Professor Terence Grier President, Ryerson Polytechnic University*

Committee on Space Standards and Reporting *Chair, Mrs. Gail Milgrom Office of AVP Planning, University of Toronto Acting Chair, Wilf Ward Director, Analysis and Budgeting, McMaster University*

Committee on the Status of Women in Ontario Universities *Chair, Dr. Martha Kenistor-Laurence Associate Professor of Social Work, Wilfrid Laurier University*

Committee on Nominations *Chair, Dr. David Smith Principal, Queen's University*

Executive Committee *Chair, Dr. David Smith Principal, Queen's University*

Ontario Schools: Intermediate-Senior (OS:IS) Liaison Committee *Chair, Dr. Guy Hamel Schools and Colleges Liaison Officer, COU*

Retirement Savings Committee
COU Staff Committee *Chair, Professor Terence Grier President, Ryerson Polytechnic University*

Changing of the guard. (From left to right) Peter George, President of COU; Ron Ianni, incoming Chair, President, University of Windsor; Geraldine Kenney-Wallace, Vice-Chair, President of McMaster University; George Pederson, former president, The University of Western Ontario; and David Smith, outgoing Chair.

Special/Ad Hoc Groups, Boards and Commissions

Credit Transfer Implementation Committee
Chair, Dr. James Downey
President, University of Waterloo

Ontario Commission on Interuniversity Athletics
Chair, Dr. Terrence White
President, Brock University

Ontario Universities' Application Centre Advisory Board
Chair, Mr. Pentti Paularinne
Registrar, Lakehead University

Special Committee on Admissions
Chair, Dr. Bernard Philogène
Vice-Rector Academic, University of Ottawa

Sub-sector Committee to Administer the Job Security Fund
Co-Chair, Professor Michael Finlayson
Vice-President, Human Resources, University of Toronto

Task Force on Faculty Renewal
Chair, Mr. Derek M. Jamieson
Director of Institutional Analysis and Planning, University of Guelph

Task Force on Labor Force Training and Adjustment
Chair, Dr. R.A.A. (Al) Oatridge
Director, Centre for Advanced Technology Education, Ryerson Polytechnic University

Tripartite Committee on Interprovincial Comparisons
Chair, Dr. Paul Stenton
Manager—Research and Policy Analysis, Ontario Council on University Affairs

Vice-Presidents, Academic Group
Chair, Dr. Bernard Philogène
Vice-Rector Academic, University of Ottawa

Affiliates

Association of Computing Services Directors
Chair, Mr. Doug Gowland
Director, Computing and Communications Services, McMaster University

Committee of Deans and Directors of Ontario Schools of Social Work
Chair, Dr. Ellen Sue Mesbur
Chair, School of Social Work, Ryerson Polytechnic University

Council of Ontario Deans of Engineering
Chair, Dr. Gary R. Purdy
Dean, Faculty of Engineering, McMaster University

Committee of Deans of Ontario Faculties of Law
Chair, Dr. Peter P. Mercer
Dean, Faculty of Law, The University of Western Ontario

Council of Chairs of Ontario Universities
Chair, Mr. Robert Stephenson
Chair, Board of Governors, Trent University

Council of Deans of Arts and Science of Ontario
Chair, Dr. Henry P. Edwards
Dean, Faculty of Social Sciences, University of Ottawa

Council of Environmental Health and Safety Officers—Universities of Ontario
Chair, Mr. Len Hong
Director, Environmental Health and Safety, McMaster University

Council of Finance Officers—Universities of Ontario
Chair, Mr. Chris Torres
Assistant Vice-President, Finance, York University

Council of Ontario Faculties of Medicine
Chair, Dr. Duncan G. Sinclair
Vice-President, Health Sciences / Dean of Medicine, Queen's University

Council on University Planning and Analysis
Chair, Mr. Derek M. Jamieson
Director, Institutional Analysis and Planning, University of Guelph

CUPA COMMITTEES:

Committee on Accountability
Chair, Dr. Dan Lang
Assistant Vice-President, Planning/University Registrar, University of Toronto

Committee on Enrolment Statistics, Projections, and Analysis
Chair, Dr. Ron Swirsky
Director, Academic Planning, Ryerson Polytechnic University

Committee on Faculty and Staff Reporting
Chair, Mr. Patrick Beard
Director, Institutional Analysis, Brock University

Committee on Operating Revenue/Budgets
Chair, Mr. Bob Truman
Director, Operations Analysis, University of Waterloo

Committee on Professional Development
Chair, Mr. Ruban Chelladurai
Research Analyst, The University of Western Ontario

AFFILIATES (CON'T)

Council of Ontario University Programs in Nursing
Chair, Professor Rita Mahoney
Dean, School of Nursing, Queen's University

Council of Senior Administrative Officers — Universities of Ontario
Chair, Mr. A. L. (Sandy) Darling
Vice-President Administration, McMaster University

Ontario Colleges and University Telecommunications and Information Networking Association
President, Mr. George Green
Supervisor of Telecommunications, Ryerson Polytechnic University

Ontario Association of College and University Security Administrators
Chair, Ms. Pamela MacDonald
Director, Safety and Security, York University

Ontario Committee on Student Affairs
Chair, Mr. Rudy Heinzl
Dean of Student Affairs, McMaster University

Ontario Council of Library Schools
Chair, Ms. Adele M. Fasick
Dean, Faculty of Library and Information Science, University of Toronto

Ontario University Public Affairs Council
Chair, Ms. Jessie-May Rowntree
Director, Department of Communications, York University

Ontario University Registrars' Association
President, Mr. Ken Scullion
Supervisor, Registration Services, Ryerson Polytechnic University

Ontario Council of University Programs in Rehabilitation Sciences
Chair, Professor Molly Verrier
Director, Division of Physical Therapy, University of Toronto

Ontario University Purchasing Management Association
Chair, Mr. Mike Stefano
Director of Purchasing, Queen's University

Ontario Association of Physical Plant Administrators
Chair, Mr. Roger Jenkins
Director of Physical Resources, University of Guelph

Ontario Association of University Personnel Administrators
Chair, Ms. Catherine Scott
Director of Human Resources, University of Waterloo

Ontario Council for University Continuing Education
President, Ms. Peggy Watts
Director, Language Learning, The University of Western Ontario

Ontario Council on University Libraries
Chair, Mr. Fred McIntosh
Chief Librarian, Lakehead University

Ontario Association of Deans of Education
Chair, Dr. Stan M. Shapson
Dean, Faculty of Education, York University

Ontario Universities' Council on Admissions
Chair, Dr. Wayne Whillier
Associate Dean, Faculty of Social Sciences, McMaster University

OUCA COMMITTEES:

Committee on Admissions Practices
Chair, Mr. George Granger
Associate Registrar/Director of Admissions, Wilfrid Laurier University

AFFILIATES (CON'T)

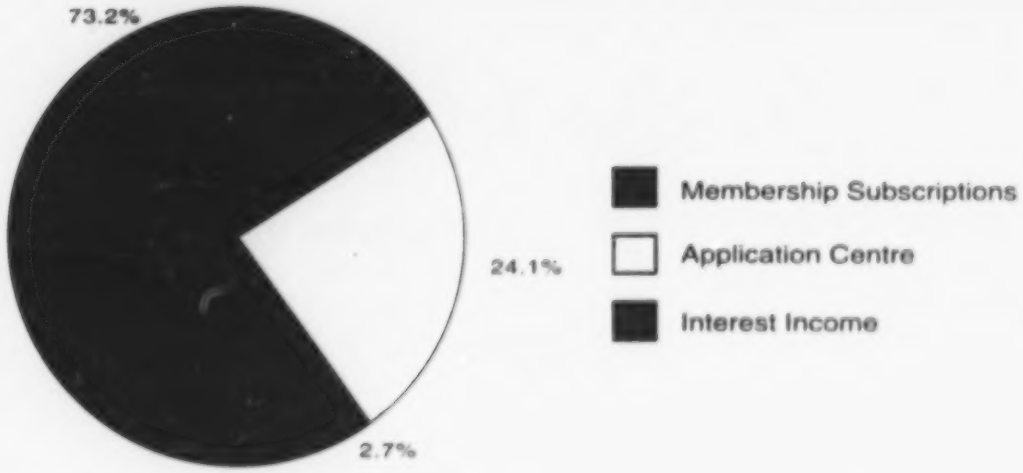
Ontario Council on Graduate Studies
Chair, Dr. Nicole Bégin-Heick
Dean, School of Graduate Studies, University of Ottawa

Ontario Universities' Committee on Health Research
Chair, Dr. Richard Ten Cate
Vice-Provost, Health Sciences, University of Toronto

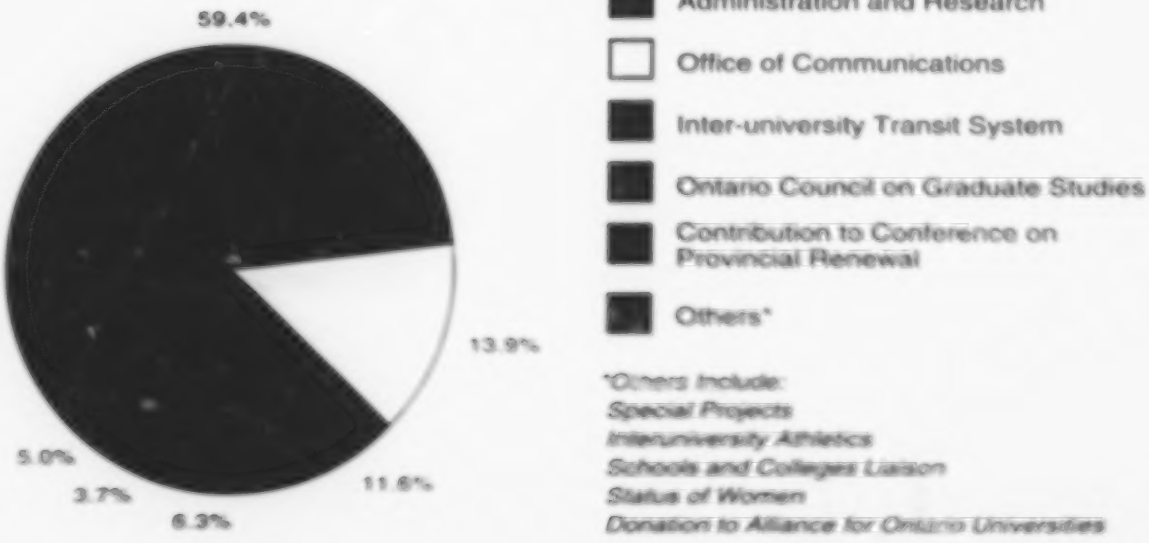
COU HOLDING ASSOCIATION INC.

Summary of Income and Expenditures — General Operations

for the year ended June 30, 1994



Income $3,001,258

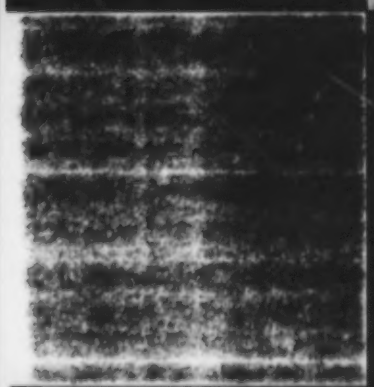


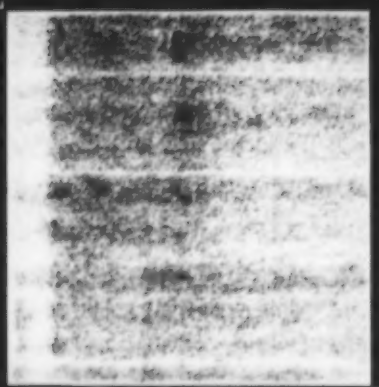
Others include:
Special Projects
Interuniversity Athletics
Schools and Colleges Liaison
Status of Women
Donation to Alliance for Ontario Universities

Expenditures $3,079,670

The Council of Ontario Universities' Annual Review 1994

was written and produced by the External Relations Division Communications Office





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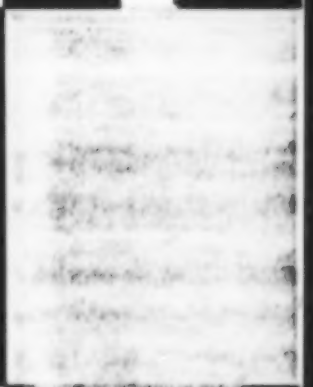

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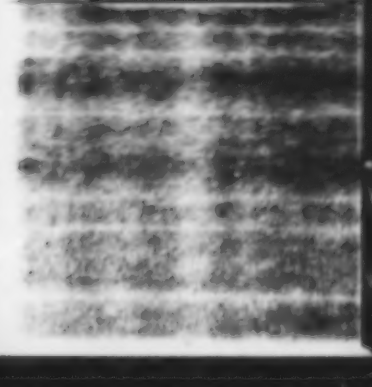

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